2005 Hurricane Season
USACE-internal RAP Workshop
17-19 Jan 06

Logistics - RSOI Focus Group

Presentation of

Successes and Issues

Logistics - RSOI

Proponent: CELD - Ray Urena/Ed Massimo

Success: Logistics SME	Recommendation and Recommended Lead	Obstacles
1. Deployment of Logistics Subject Matter Experts (SME) were required for key positions in NRCC, HQs UOC, Divisions, ERT, RRCC, JFO and others key locations to provide the required knowledge and experience for Logistics planning and coordination required support to Commanders and ESF #3 TL and ATL to make appropriate Logistics decisions. **USACE-internal** **Priority: High**	The Deployment process of Logistics SME needs to be streamlined and included with deployment of ESF#3 TL and ATL. This procedure needs to be sustained and standardization, as a change to an existing procedure. Additional Logistics SME must be trained and Credentialed to continue supporting this requirement. **LEAD: CELD/CECW-HS**	• Shortage of trained and qualified Logistics SME. • Resources to develop a Logistics SME credentialing program.

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Success: **AMC Volunteers**	Recommendation and Recommended Lead	Obstacles
2. AMC volunteers were integrated into the Logistics PRT workforce for both the MVD and SWD missions. AMC volunteers were well trained and provided excellent support to USACE's Logistics missions. **USACE-internal** **Priority: High**	Establish requirements for maintaining a database of volunteers that are willing to be called upon and establish the business process that worked to get volunteers deployed successfully**.** USACE Logistics resources are getting smaller and smaller, we must sustain and standardize this process to provide additional resources for multiple or major emergency operations. **LEAD: CECW-HS/CELD**	Initial deployment of AMC volunteers took too long, the process must be streamlined and coordinated in advance with AMC and their volunteers.

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Success: Retired Annuitant	Recommendation and Recommended Lead	Obstacles
3. Activation of USACE Retirees (Retired Annuitant) was an extremely valuable program. It help fill critical Logistics shortages and returned years of knowledge and experience that has been lost when USACE Logistics team members retire. **USACE-internal** **Priority: High**	Many of our USACE Logistics retired personnel are now working for Contractors or FEMA Logistics that already has an active program to hire personnel to support emergency operations. Now we will be able to retain their knowledge and expertise and gain the valuable additional resources required to support large emergency operations. Sustain and standardized this procedure. **LEAD: CECW-HS**	• Activation process for Retired Annuitants took too long. • Retired Annuitants have commented on the number of problems, pay discrepancies, travel order/voucher problems. • This areas need to be streamlined to make it easier to bring them onboard and pay problems and TOs and TVs

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Success: **Warehousing National Ice and Water Mission**	**Recommendation and Recommended Lead**	**Obstacles**
4. Logistics support of the National Ice and Water Mission warehousing functions **with limitations / Issues.** **USACE-Internal w/ coordination of FEMA** **Priority: High**	As the concept of National Ice and Water Missions are expanded and become the standard, movement of logisticians to the various warehouse has to be standardized and locations identified early. Existing procedures have to be changed so LM (HPO) can plan for execution. **LEAD: (Multiple) CELD, Ice/Water PRT, RSC;**	• Development of new policies and HPO execution. • Early identification of Warehouse locations. • Availability of trained and qualified Logistics team members for deployment. • Communication. • Culture change to support new process.

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Issue: Total Asset Visibility/ Resource Tracking	Recommendation and Recommended Lead	Obstacles
1. Resources were flowing from multiple Federal Agencies, State, and locals without a central asset visibility program or a single resource tracking system that managed the resources as the moved into and trough the pipeline. This caused continual redirecting of commodities from multiple levels at the same time and resulted massive excesses after the event. **(Recurring)** **Intergovernmental**	A Total Asset Visibility Program with a **single** Resource Tracking System managed by DHS/FEMA is required to provided management of Federal, State, and local assets during an emergency. The system must be procured or developed, trained and exercised to ensure that assets can be properly managed and tracked from procurement to final distribution. **LEAD:**	• Coordination of multiple assets flowing from many sources, being controlled by a single point when everyone thinks they have a higher priority. • Funding for systems and equipment. • Training.

Logistics – RSOI

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Issue: Reception, Staging, Onward movement, and Integration (RSOI) **Recurring**	**Recommendation and Recommended Lead**	**Obstacles**
2. RSOI includes support from many directorates (LM, RM, HR, RE, Safety, ENGLink Strike Team and others), Logistics has the overall mission. Divisions do not utilize a standard procedure for establishing a RSOI. - Early Deployment of HR, RM, Cadre, ENGLink Strike Team - ENGLink Reports not accurate - PDS, Medical Screening, deployment dates, travel information incorrect - IMPAC Cards not available - Lodging availability/competition **USACE- internal and**	- Standardize RSOI procedures for all Divisions, include deployment of all support cadres. - ENGLink Reports must be changed to include addition information and Districts must complete required data - District must authorize additional IMPAC Cards in field - Establish a single Lodging point for Federal responders - Standardize procedures for safety equipment, supplies, facilities, maintenance and Property Accounting	• Standardized Procedures • Funding • Resources • Interagency Coordination • Training of support cadre in RSOI procedures **LEAD: CELD/CECW-HS/RSC/others** **Priority: High**

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Issue: Receiving, Staging, Onward Deployment & Distribution	**Recommendation and Recommended Lead**	**Obstacles**
3. Initial receiving, staging, onward deployment & final release of commodities to the state processes are inconsistent. Requirements for receiving & distribution of FEMA, State, & USACE "owned" commodities vary due to contractual requirements. This resulted in failure to collect all required documentation for final reimbursement of USACE purchased commodities. **(Recurring)**	- Develop unified standard procedures for receiving, staging, and final release to states incorporating all contractual CLINs. - Conduct training for all DHS/FEMA, USACE, USFS, DOT, & USNG personnel. - Establish unified staging ops management cell for each FOSA/LSA. - Staff destination PODs with trained personnel. **LEAD: DHS/FEMA, USACE, USFS**	• Funding for process development and pre-event training and exercises. • Training for USACE Logistics / PRT members, and Intergovernmental -Mobilization Center / Operational Staging Areas / Points of Distribution.

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Issue: Communication	Recommendation and Recommended Lead	Obstacles
4. Lack of reliable communications prevented ground-truth conveyance resulting in inappropriate deployment of commodities, personnel resources, & delays in corrective actions. Cell phone service is unreliable in hurricane impact area due to power outages and structural damage. **(Recurring) internal/intergovernmental** **Priority: HIGH**	- Establish Fly-away kits that will proved equipment for Log to communicate, (access resource tracking data, copy shipping forms, transmit reports) - Determine minimum number of satellite telephones required for acceptable response, procure (RSC), and train "first responders" on usage. - Establish shared network for interagency comm and test	• Funding for hardware acquisition (DHS/USACE) • Interagency agreement of network requirements, authorizations, & network mgmt/maint. • Training/Exercise. • Long-term maintenance/mgmt/upgrades.

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Issue: Division Log PRTs -vs- National Logistics Cadre	**Recommendation and Recommended Lead**	**Obstacles**
5. Established Log doctrine won't support future Logistics concept. - USACE Logistics community evolving into a High Performance Organization (HPO), Log personnel assigned to HQs not Div/Dist. -Readiness - 8 Division Log PRT (most are Red). - Deployment of multiple Log teams too time consuming. - Div teams too large, turnover, and lack of training / exercises. - Shortage of TM trained to support specific missions.	- Rewrite Logistics PRT Mission concept doctrine to support the new HPO concept. - Increase the number of Logistics positions currently on Ice, Water, Roofing, and Temp Housing teams. - Identify specific National Log team members to support RSOI, FEMA (Ice and Water) Waterhouse Mission, and the Mob Center / FOAS / LSA / PODs missions. **LEAD: CELD / CECW-HS / RSC**	• The HPO will reduce the number of trained, qualified Logistics personnel available to support emergencies and normal missions. • Change in the way we have been performing this mission. • Training of new mission concept. • Use of other log support (Retired Annuitants / AMC / contractors / others).